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ABSTRACT

The decline of the independent, scholar-scientist closeted in a library and/or laboratory resulting from increased social stress on universities for "more scholar per dollar" and "more relevance for the real world" predicts an inevitable shift to action research. The shift in system from relatively independent basic researchers to task force action research teams requires a new organizational structure (accommodating theoreticians and practitioners) and a new action oriented research model and method (allowing tentative solutions to significant problems rather than definitive answers to minute questions). Inflexible university discipline structure and the rigid basic research model, method, and technology are inappropriate to meet the challenge of today's future shock conflict and change. The Sports Institute for Research (SIR) is a voluntary mutual benefit service organization at the University of Windsor in which the physical education faculty has gathered, from the university and the community, scientists, educators, and technicians capable of and dedicated to programs of community service, dissemination of knowledge, and discovery of knowledge. Change Agent Research (CAR) is a systems analysis technique combining organizational development and organizational research, which consists of organizational audit, dissemination of knowledge via communications technology, and organizational reaudit. In short, CAR is a link between theory and practice, while SIR is a link between the university and the community. (Author)

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# SPORTS INSTITUTE FOR RESEARCH/CHANGE AGENT RESEARCH – SIR/CAR

*by*

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The decline of the independent scholar-scientist closeted in a library and/or laboratory resulting from increased social stress on universities for 'more scholar per dollar' and 'more relevance for the real world,' predicts an inevitable shift to action research. The Corry-Bonneau report in Canada(1) and the Coleman report in the U.S.A.(2) dictate a decade of frontier action research focused on problem solving – policy planning rather than curiosity seeking – discipline discovering.

The shift in system from relatively independent basic researchers to task force action research teams requires a new organizational structure (accommodating theoreticians and practitioners) and a new action oriented research model and method (allowing tentative solutions to significant problems rather than definitive answers to minute questions). Inflexible university discipline structure and the rigid basic research model, method and technology are inappropriate to meet the challenge of today's future shock conflict and change. Windsor's Sports Institute for Research (SIR) and Change Agent Research (CAR) present a first generation alternative in terms of flexible research organization and frontier research model and method.

**What is SIR/CAR?**

Within the voluntary mutual benefit service organization entitled the Sports Institute for Research (SIR) the University of Windsor Faculty of Physical and Health Education has gathered, from the University and community, scientists, educators and resource technicians capable of and dedicated to programs of (1) community service, (2) dissemination of knowledge and (3) discovery of knowledge. Within SIR's three major program levels there are a variety of projects such as (1) community service as in advising the Windsor Bikeways Project, (2) dissemination of knowledge by cooperating with the University of Windsor Canadian American Seminar on "Sport or Athletics: The North American Dilemma," and (3) discovery of knowledge through Change Agent Research (CAR) in projects such as Sport or Athletics in Little League Baseball and in Windsor Minor Hockey, funded by Canada Council and Windsor Minor Hockey, respectively.

**What is CAR?**

CAR is a systems analysis technique combining organizational development and organizational research. CAR consists of three phases:

Phase I = Organizational audit by Seeing, Asking and Written questionnaire (SAW), followed by communication feedback to organizational subunits.

Phase II = Dissemination of knowledge (or treatment) by means of participative TV clinics and cooperative consultation aimed at producing change and developing a cadre of change agents in the organization.

Phase III = Organizational reaudit by the SAW method to identify significant changes resulting from the treatment in Phase II. This phase also includes packaging of CAR model and methodology to allow future research projects.

The Change Agent Research (CAR) Methodology and Procedure chart which follows outlines the title, purpose, process, population and instruments for each of the three phases of CAR.

**CAR Operations and Methodology**

The three phases of CAR listed above

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## 3M CHANGE AGENT RESEARCH (CAR) METHODOLOGY AND PROCEDURE

| Phase I | Phase II | Phase III |
|---|---|---|
| **Title**<br>Organizational Audit, and Communication Feedback | Dissemination of Knowledge, (Treatment Through Clinics and Consultation) and development of a Cadre of CAR Researchers | Discovery of Knowledge, Observations and Analysis Through Field Research, and Packaging of CAR |
| **Purpose**<br>a) Identifying ultimate goal, conflict obstacles, significant widespread conflict in the target population<br>b) communication feedback to the target population on the ultimate goals and conflict areas identified. | a) Dissemination of knowledge on major alternatives, propositions or inventory statements essential to target population for management of conflict and problems.<br>b) Initiation of a cadre of change agent researchers in the target population. | a) Observe changes in organization resulting from treatment (reaudit)<br>b) develop a package kit to serve similar organizations<br>c) develop ability in target population for applied action research. |
| **Process**<br>a) SAW method = Seeing - Observing (TV / personal), Asking - Interviewing, Written - Questionnaire<br>b) General clinic presentation to representative population for circulation of survey and interview results and analyses. | Six (6) one-half (½) hour TV clinic presentations disseminating knowledge on organization and administration, sociology, psychology and principles of coaching, biomechanics and motor learning, fitness and health, and group techniques such as confrontation, role reversal and sensitivity training. Each TV presentation is followed by a one (1) hour application meeting during which the target population employs organizational development to relate theory to practice, general to specific situations. | a) Reaudit using SAW Method<br>b) Packaging of CAR including (1)explanatory pamphlet (2) observer training techniques (3) instruments and instructions on (i) collection (ii) preparation of raw data (iii) processing and (iv) analysis, (4) computer programs (5) feedback workshop manual (6) clinic TV tapes and instructions on group dynamics-application, confrontation, role reversal and sensitivity meetings. |
| **Population**<br>Individuals and groups such as executives, coaches, competitors, referees and officials, parents, players and fans involved (as well as non-involved) individuals who have something to say about the organization or contribute in its analysis. | Presentation directed to sub-units of the overall organization and involving personnel from the sub-units so that a cadre (community) of experts can be developed to assist in applying the knowledge to the specific organization and continuing CAR after the task force team is removed from the scene. | a) Reevaluation of the organization involved in Change Agent Research as well as the control group<br>b) other schools, and leagues at the local, provincial, national & international leve<br>c) application to other areas of organization and administration. |
| **Instruments**<br>Seeing-observing - TV and audio tapes, Faces Behavioural Projection scale (non-parametric) and hostility checklist (parametric)<br>Asking-Interviewing by the Semi-Directed Focused Interview (SDFI)<br>Written-opinionaire (adapted from Quebec University questionnaire) | IDEA Method and 3M Model<br>Professional athletics/amateur sport Sports Involvement Model<br>TV Clinic Presentations | a) SAW instruments<br>b) CAR kit including (i) CAR monograph (ii) PERT program for training CAR researchers (iii) format of communication feedback workshop (iv)TV clinic tapes with directions on conducting participative application group meeting and (v) exercises to show CAR model, method and procedure. |

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provide an outline of the operational procedures in Change Agent Research. Below are the goals and processes of each phase:

Phase I = Organizational audit and communication feedback.

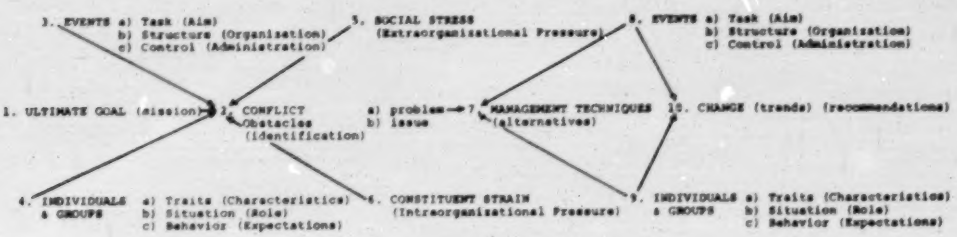
The current status of an organization (mutual benefit, service, commonweal or business) is determined by employing the SAW process: (a) Seeing or observing through TV monitoring and unobtrusive observation utilizing instruments like the Faces Projection Attitude Scale and Social Behaviour Index, (b) Asking or interviewing employing the Semi-Directed Focused Interview (SDFI), and (c) Written questionnaires and source material. Random sampling technique is used to select subjects from among executives, coaches, officials, sponsors, parents, players, fans and the general public, in order to identify the ultimate goal of the organization, obstacles or conflicts which prevent achievement of this goal, and assess incongruity and dissonance between structure and individuals or groups (See the 3M Model below). After the data is processed communication feedback through a clinic allows the organization's executive to see what CAR-SAW.

Phase II = Dissemination of knowledge and treatment through clinics and consultation aimed at developing a cadre of change agents within the organization.

Participative clinics are utilized to disseminate knowledge on (a) organization and administrative science, (b) sociology, (c) psychology, (d) principles and ethics, (e) biomechanics and macro-movement education, (f) physiology and health-fitness, diet and drugs, and (g) group dynamics. Each of the six (6) clinics includes a thirty (30) minute TV presentation shown to the target population, followed immediately by a one (1) hour participative discussion allowing members of the organization to apply the contents to their particular association. Interpersonal and intergroup interviewing, group dynamics, role reversal, confrontation meetings, and sensitivity training sessions are integrated into the treatment. The purpose of this phase is to provide background information and essential facts needed for examination and treatment of conflict within the organization. Exposure to M3 analysis technique leads to the development of Change Agents in the organization who can help to bring the ultimate goal into focus and delineate management techniques likely to reduce conflict and bring about change.

Phase III = Reaudit of the organization to note significant change and packaging of CAR.

3 M MODEL




Instructions - Proceed through the model item by item, i.e., 1 then 2a then 2b then 3a, etc.
Make sure all items are covered.
Read. Numbers 1 through 6 deal with present conditions. Numbers 7 through 10 are futuristic or predictive. Once 10 is reached return to 1 and begin the cycle again.

SAW method (Seeing or observing through TV and unobtrusive observers, Asking or interviewing on audiotape and Written questionnaire) are employed to reaudit the organization and accumulate data to permit evaluation of the outcome of the program and identify significant changes resulting

(con't page 33)

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Specialist and committee sessions to be scheduled:

- Administrative theory committee
- Research Council (CAHPER)
- Coaches association
- Health education
- Elementary school committee
- Elementary school equipment
- Dance committee
- Exercise physiology committee
- Psycho-motor learning committee
- Sports committee
- Biomechanics committee
- Sociology of sport committee
- Philosophy of sport committees
- History of sport committee
- Other sport associations

Session des spécialistes et comités seront enregistrés.

- Comité d'administration des théories
- Conseil des recherches (CAHPER)
- Association de entraîneurs
- Education sanitaire
- Comité d'école élémentaire
- Equipement pour activités à l'école élémentaire
- Comité de danse
- Comité de physiologie de l'exercice
- Comité de l'apprentissage psychomoteur
- Comités des sports
- Comité de biomécanique
- Comité de socioiogie du Sport
- Comité de philosophie du sport
- Comité de l'histoire du sport
- Autre associations du sport

(con't from page 23)

from Phase II. The knowledge discovered is fed back into future studies for Phase II treatment. In addition, Phase III includes packaging of Change Agent Research procedure (CAR-PAK), methodology and instruments so that the study can be replicated in other areas. Included in the CAR-PAK is a pamphlet on CAR model, procedure and methodology, as well as (1) SAW instruments, (2) videotapes and pamphlets including directions on conducting participatory clinics and follow-up consulting and (3) computer programs and statistical methodology for treatment of data.

CAR and the cadre of change agents developed can provide a service for other organizations.

The PERT chart (Three Phases of CAR) which follows outlines the operational procedure in Change Agent Research.

**Summary**

Canadian universities are entering a new era (not a changing era) and a new organizational structure and research model and methodology is demanded. SIR/CAR presents an alternative approach and should be evaluated on the tenets of action policy research, rather than pure research. (cf.2)

SIR/CAR maintains:

1. Partial data at the time of action is superior to complete data after that time.
2. Change agent supercedes researcher if a choice must be made.
3. Objective analysis of reality in vernacular and redundant terms of the target population is more appropriate than the parsimony and eloquence of discipline research.
4. Separation of policy manipulation of the independent variable (or fortuitous seizure of the situation), and measurement and assessment of the dependent variable need not be separated absolutely.
5. 'Publish or perish' should be replaced by 'public service or perish.' The ultimate product is not 'contribution to knowledge' in the literature but a change in social policy based on shared knowledge and research results.
6. Real world problems are not disciplinary in origin or nature and can only be solved by interdisciplinary task force teams bringing together theoreticians and practitioners.

## THREE PHASES OF CAR

**PHASE I -**
Organizational Audit and Communication Feedback

Initial Contact
Request for Change
Agent Research (CAR)

casual meeting

Rapport meeting
to inform
executive of CAR
objectives

consultee
location

Diagnosis or
Position Audit - SAW
Seeing-Observing -TV
-personal
Asking-Interviewing by
Semi Directed Focused
Interviews (SDFI)
Written-Questionnaire &
References

on location

Communication Feedback
results of research on
1) goals, tasks, means
2) conflict or obstacles
3) structure & individual
or group dissonance
social stress and constituent
strain

at CAR location

**PHASE II -**
Dissemination of Knowledge and Treatment through Clinics and Consultation
Developing a Cadre of CAR Researchers

Management Seminars
- dissemination of
knowledge relevant
to the target population
Challenging ideas from
Organization and
Administration Science
Social Science
Psychology & Principles
Biomechanics & Movement
Education
Physiology, health & safety
½ hour address followed by 1
hour application by participants

at consultee location or by
mass media

Confrontation Meeting
Sensitivity training
Management by Objectives
Bottoms-up Management
Development of Cadre of
CAR practitioners in the
organization

at CAR location

Re-valuation of
needs by executive
Judgement on goals

**PHASE III -**
Reaudit of the organization to note significant change and packaging of CAR kit

Diagnosis and Reaudit by SAW
Seeing-observation - TV
- personal
Asking-interviewing - SDFI
Written - questionnaires

Research
Discovery of Knowledge
Data Analysis
initial audit vs
subsequent audit
- significant difference?

Future study
and CAR

= event

= activity

= series of events

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7. A dialectical or adversary process, such as SAW in CAR, should be included in the action research process to assure self-correction.
8. Principles of schplarship and science, i.e., objectivity in realizing reality, apply in action research.
9. Value free terms, such as effectiveness (get the job done) and efficiency (expending the fewest physical and human resources), should replace evaluation of good or bad end, and right or wrong means.
10. Mutual trust is a sine qua non for cooperative university - community research and change agent clinics, consultation and communication.
11. Organization-wide dissemination of knowledge and open communication of research results are essential for lasting and meaningful changes.
12. Interdisciplinary stages of research (execution of the study and conditions of communicating results) as well as the action stages of research (formulation of the research problem, communication of results and recommendations on policy) must be governed by objectivity rather than the investigators' values. Be value free and avoid advocacy beyond realistic presentation of alternatives and probable outcomes (Management by Objectives — MBO).

CAR is a link between theory and practice. SIR is a link between the university and community. SIR/CAR is bringing town and gown and policy and practice together in Windsor.

**IDEA Format**

SIR/CAR culminates in the IDEA Format: Identification, Delineation, Evaluation and Action.

Identification of the research problem stems from the felt need of the client system or a request for SIR/CAR service, and the appropriate problems and/or hypothesis originate from within the organization and focus on Management by Objectives (MBO).

Delineation of the research problems by CAR shifts the focus of attention in research and development from micro studies on competitive skills, psychology of coaching, and philosophic treatises on persisting problems to macro studies on conflict and change. The emphasis is on administrative decision making and the way the organization represents itself to society at large and its constituents in particular.

Evaluation in the IDEA Format includes questions of the universal and sample, as well as research procedure. The sample is drawn from organization executives, coaches, officials, sponsors, parents, competitors, fans and the general public. The research procedure is SAW, as described previously.

Action or operational methodology, consists of the three phases of CAR. There is no clear demarcation between dissemination of knowledge and discovery of knowledge, although the emphasis in Phase I and Phase II is on dissemination of knowledge and organizational development, whereas the emphasis in Phase III is upon discovery of knowledge or organizational research.

Future research is enhanced by packaging of CAR methodology in Phase III and allows replication in other regions, in other organizations, longitudinal studies, cross sectional studies and comparative cross sectional studies.

The full IDEA Format is outlined on the Change Agent Research (CAR) Methodology and Procedure chart which follows.

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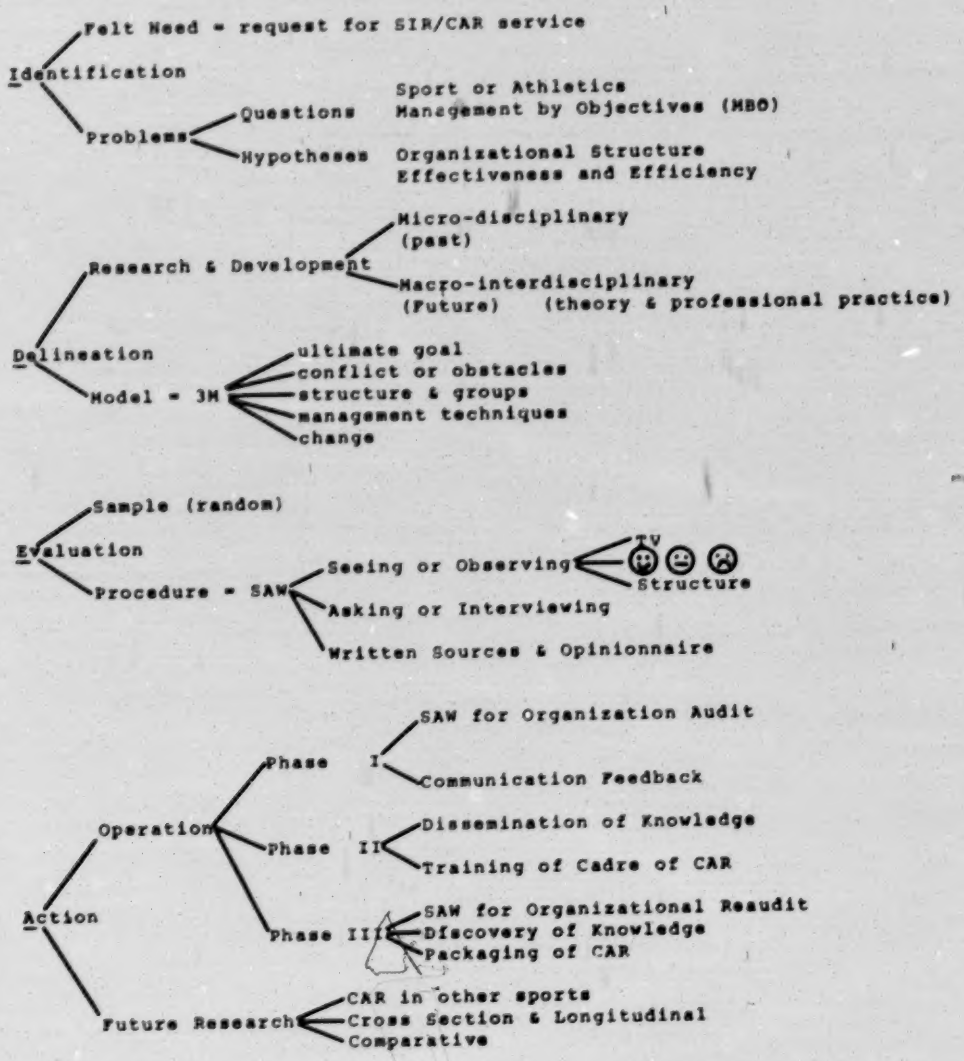
Change Agent Research (CAR)

Methodology and Procedure

IDEA Method = Identification, Delineation, Evaluation and Action

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